

SECTION 2. PERFORMANCE (TfL)

The below outlines the level of performance MEC can expect of TfL

A. Quality of Briefings.

- TfL will ensure briefings are always clear and thorough. Briefings will be integrated, with all parties (VCCP/MEC/TfL project lead) present.

B. Openness to new ideas.

- The TfL marketing team will encourage new ideas. They will always open to new ways of thinking and embrace innovation. That said, MEC will be considerate to the challenges of a public sector organisation and be realistic in terms of the possible.

C. Involvement in Strategy.

- The strategic direction will be set by the Strategic Hub, in partnership between TfL, VCCP and MEC.

D. Decision making.

- TfL will ensure feedback is considered, consolidated and precise and provided in a timely fashion based on agreed working practices. Feedback will be provided verbally first followed up by email.

E. Involvement in integrated team

- TfL will encourage MEC to get directly involved with integrated teams for major new projects / where this has been identified as useful

SECTION 3. FUNCTIONAL COMPETENCY (MEC)

Maintaining the quality of specific functions

The below outlines the level of service TfL can expect from MEC/VCCP

A. Account Management. (Business acumen, strategy, problem solving, project management, etc.)

- The team is empowered and operates in the spirit of trust and collaboration
- MEC to ensure there is consistency of key personal attending the Strategic Hub meetings.
- MEC will ensure meetings are attended by the correct team members and maintain punctuality at all times.
- MEC pre-empt questions that may be asked by the campaign managers by ensuring they are fully briefed by the Activation teams prior to making channel recommendations.
- A campaign appraisal/ '360 wash ups' are prepared at the conclusion of a given project and set in the diaries as part of the overall timing plan. This session is to ensure all parties deliver a successful process/outcome and address any gain points for future improvement. The form for this is included in the appendix.

- MEC are responsible for ensuring planning recommendations adhere to the TfL clash management rules, digital capping frequency planning rules are implemented.
- **Strategy**
 - MEC are accountable for ensuring strategic recommendations follow agreed pan TfL strategies e.g. Media Vision, pillar media strategy, capping and clash management planning principles.
 - MEC are accountable for circulating the strategic documents via email following a meeting within one business day at the latest or earlier if agreed during the meeting.
 - The team are available for meetings and to receive calls. Messages and emails are returned promptly. Timings are adhered to, stakeholders are engaged as requested and the overall process runs smoothly.
- **Project Management**
 - Timings and budgets are adhered to unless otherwise flagged to TfL.
 - Financial management is clear and precise with fully costed plans presented to TfL
 - MEC are accountable for issuing contact reports after every MEC meeting and circulated within one business day post the meeting.
 - High attention to detail and ensuring plans are right first time and that there is accuracy on both the overview plan and other tabs in terms of the budget information, media channels and insertion and supply dates and that any on-system or contra media being recommended matches the on-system /contra overview plans.
 - Agendas are provided for key meetings such as the Strategic Hub and distributed a minimum of one day in advance.
 - Annual leave is communicated clearly in advance and project leads handover all project information in a timely fashion prior to leave commencing.

B. Planning and Research. (strategic input, insights, added value research)

- **Strategic input**
 - VCCP, TfL, MEC to form the TfL Strategic Hub. The requirements of this Hub have been set out in the Strategic Hub brief and specified in the Contractual Framework and the agencies are expected to deliver a series of specific deliverables.
 - All briefs will be allocated against the 3 pillar strategy INSPIRE, INFORM and INFLUENCE. This will be agreed with at Strategic Hub level.
 - MEC planners should be present in creative presentations to the TfL marketing team.
 - All thinking should be media neutral and based on the customer need.
 - All thinking should be from a longer term comms planning perspective and integrated with the creative agency.
 - MEC should automatically take into account learnings from previous campaigns inc. PCAs and demonstrate they have done when making strategic recommendations.
 - All internal and external audiences should be considered as part of the planning process.
 - Thinking should be clearly linked to the agreed channel strategy at both a pillar and individual brief level and that the detailed channel plan adheres to the agreed strategy.

C. Planning and implementation. (managing TfL estate, contra value and clash management, in market optimisation and reinvestment opportunities to be identified)

- MEC is responsible for planning the TfL estate and contra media to maximise absolute value and to ensure that the full value is realised and is able to be utilised in good time.
- MEC is accountable for ensuring the clash management policy and digital frequency capping planning rules are adhered to. TfL should not have to 'check' that this is happening.
- MEC should demonstrate that they are optimising digital campaigns when live in the market place and advise the relevant campaign manager of progress and any implications.
- Accurate booking and copy lead-times should be supplied with each detailed channel plan and MEC should work with VCCP to ensure these timelines can be met.
- MEC should ensure financial reconciliations are delivered within 2 months of a campaign burst (off and online media) finishing to enable TfL to capture potential savings and if appropriate make reinvestment decisions.

SECTION 3. FUNCTIONAL COMPETENCY (TfL)

The below outlines the level of service MEC can expect from TfL

A. Leadership. (Motivating, clear objectives & targets, strong management of teams/process)

- MEC is confident of the feedback being given.
- All feedback is integrated, consolidated and constructive, and presented in a way where the problem is explained as opposed to jumping straight to solution

B. Marketing knowledge. (Marketing plan quality, understanding of issues, etc.)

- TfL marketing team ensure the technical, political and budget accuracy of briefs.
- Briefs are clear and precise and contain relevant 'need to know' information, plus clear and achievable KPI's and accurate budget information.
- Information requested by MEC is provided to agreed timelines.
- On-system and contra proformas are completed to agreed deadlines and the information is accurate, takes into consideration cross quarter implications and any circuit breaks that may be required.
- TfL team members are knowledgeable on subject matters and have a clear understanding of what is important, even if that dates back prior to when the team member joined TfL.

C. Project management. (Steers process, sets up clear timetables, day to day management)

- The TfL marketing team are available for meetings conference calls. Messages and emails are returned within 24 hours. They are responsive to calls and emails from TfL (answering within 24 hrs) and ensure all key team information is factored into timing plans such as annual leave.
- Timing plans are adhered to, stakeholders are engaged as requested and the overall process runs smoothly.

- Annual leave is communicated clearly in advance and project leads handover all project information in a timely fashion prior to leave commencing.
- Booking deadlines are adhered to with the only exception being if a project does not have a confirmed start date due to operational dependencies, or the initial creative scamp hasn't been approved by the GLA.

D. Understanding/Acceptance of Interactive/new media thinking

- The TfL marketing team are highly interested and involved in this area and are open minded to new thinking aligned to strategic objectives.

SECTION 4. THE BASICS

This is a mutual section, with expectations relevant to both TfL and MEC and VCCP

The below outlines

A. Process management/adherence.

- MEC, VCCP and TfL have a strong culture of disciplined use of clear processes. These range from, but are not excluded to:
 - How we brief (TfL)
 - Integrated response processes/meetings
 - Strategic Hub
 - Approvals and governance
 - City Hall process
 - Timings
 - Short and long term planning perspective
 - On-system media

B. Contractual adherence.

- MEC, VCCP and TfL adhere to the terms of the contract at all times.

C. Cost Control and Value (keeping with budget, incidental costs, etc.)

- MEC ensures plans are within budget and makes every effort to control costs.
- MEC to work with VCCP to ensure the number of variants and formats recommended in any given channel will be affordable within the agreed budget and production costs are balanced esp for digital channels.
- TfL will raise a purchase order either before giving booking approval or where this isn't possible no later than 48 hours post giving booking approval.

D. Invoice Management

- All invoices will be invoiced and reconciliation carried out as per the terms of the contract
- MEC should not take longer than 3 mths post completion of a digital campaign to reconcile full costs. In most cases reconciliation should be within 2 months maximum post completion of the activity.
- TfL will aim to process invoices swiftly, and within invoice payment terms.

SECTION 5 - THE STRATEGIC HUB

What is it?

- A strategic leadership group that determines the overall brand strategy and marketing plan for TfL. It will also deliver a series of specific deliverables, as outlined in the Strategic Hub SOW (see SLA in appendix)

Who's in it?

- TfL Head of Marketing , TfL portfolio leads, MEC and VCCP planning leads as well as guest attendees at times

How will it be evaluated?

Clear forward planning

- VCCP and MEC will set the agenda for each Strategic Hub meeting and be responsible for the master plan in terms of project delivery for that financial year.

Collaboration

- VCCP and MEC, together with TfL will work collaboratively on each project, as outlined in the SLA. Each project will have a clear set of deliverables, agreed by the strategic hub, and the roles of responsibilities will be clear from the outset.

Project Delivery

- Both VCCP and MEC will be appraised quarterly (as part of the full agency appraisal) and will be evaluated on the progress made on all relevant projects, as per the master project plan agreed at the start of the financial year.

TFL AND MEC QUARTERLY APPRAISAL

APPRAISAL SCOPE

Both Tfl and MEC appraise each other.

After they have completed their areas of the form individually, both parties should meet to discuss and develop priority action points to move forward.

Appraisals are to be both quantitative and qualitative. Ratings should be given in each area, but written comments are important in order to provide the most constructive feedback to each other.

Each portfolio manager and their respective MEC Account Director will complete the appraisal.

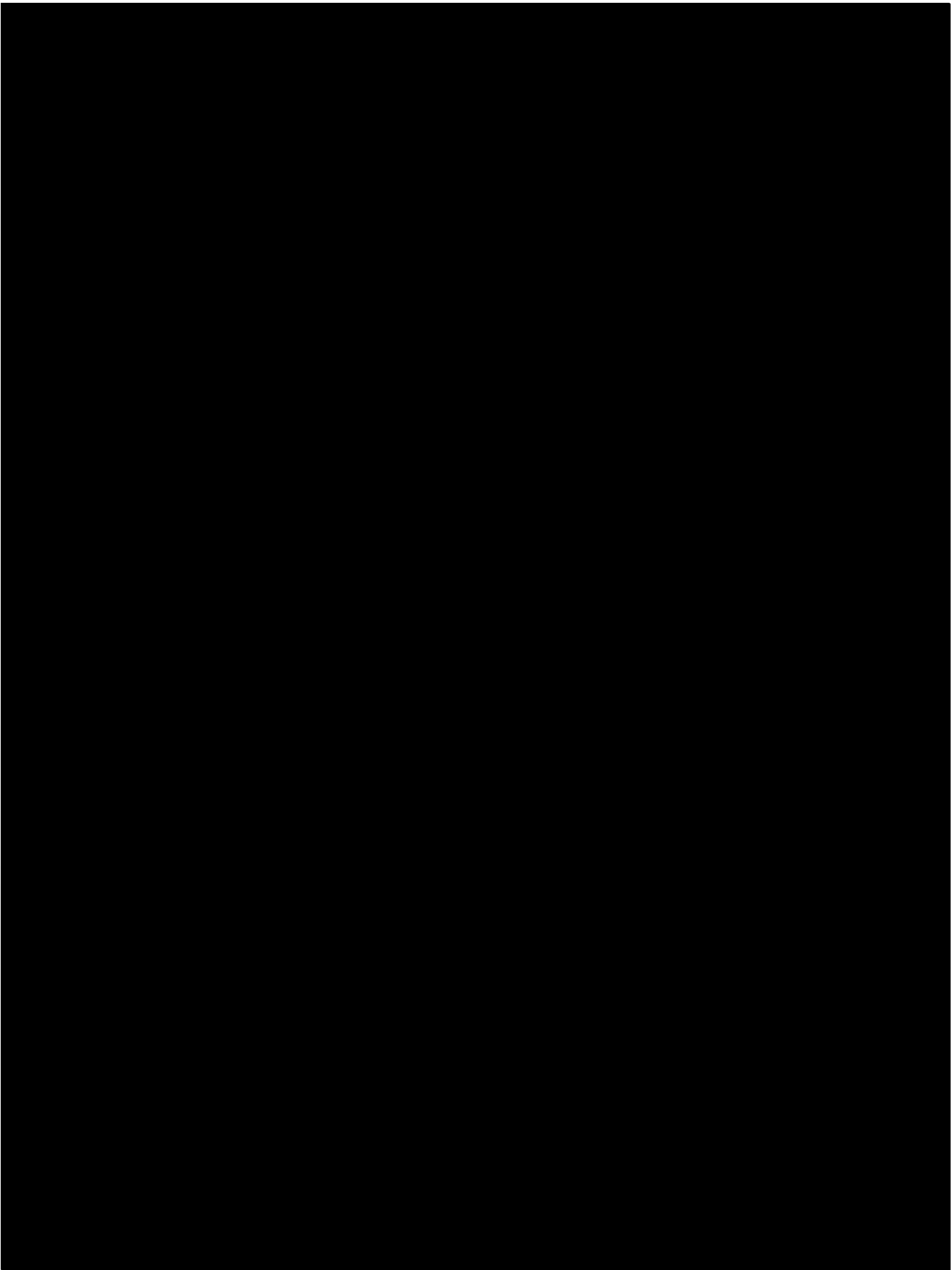
APPRAISAL SCORING

A 5 point scale will be used. In general the ratings range from a low of one (unacceptable) to a high of 5 (high class). If an area scores a 3 or below, it is imperative that an explanatory comment is given. In any case, providing specific explanation via examples is strongly suggested.

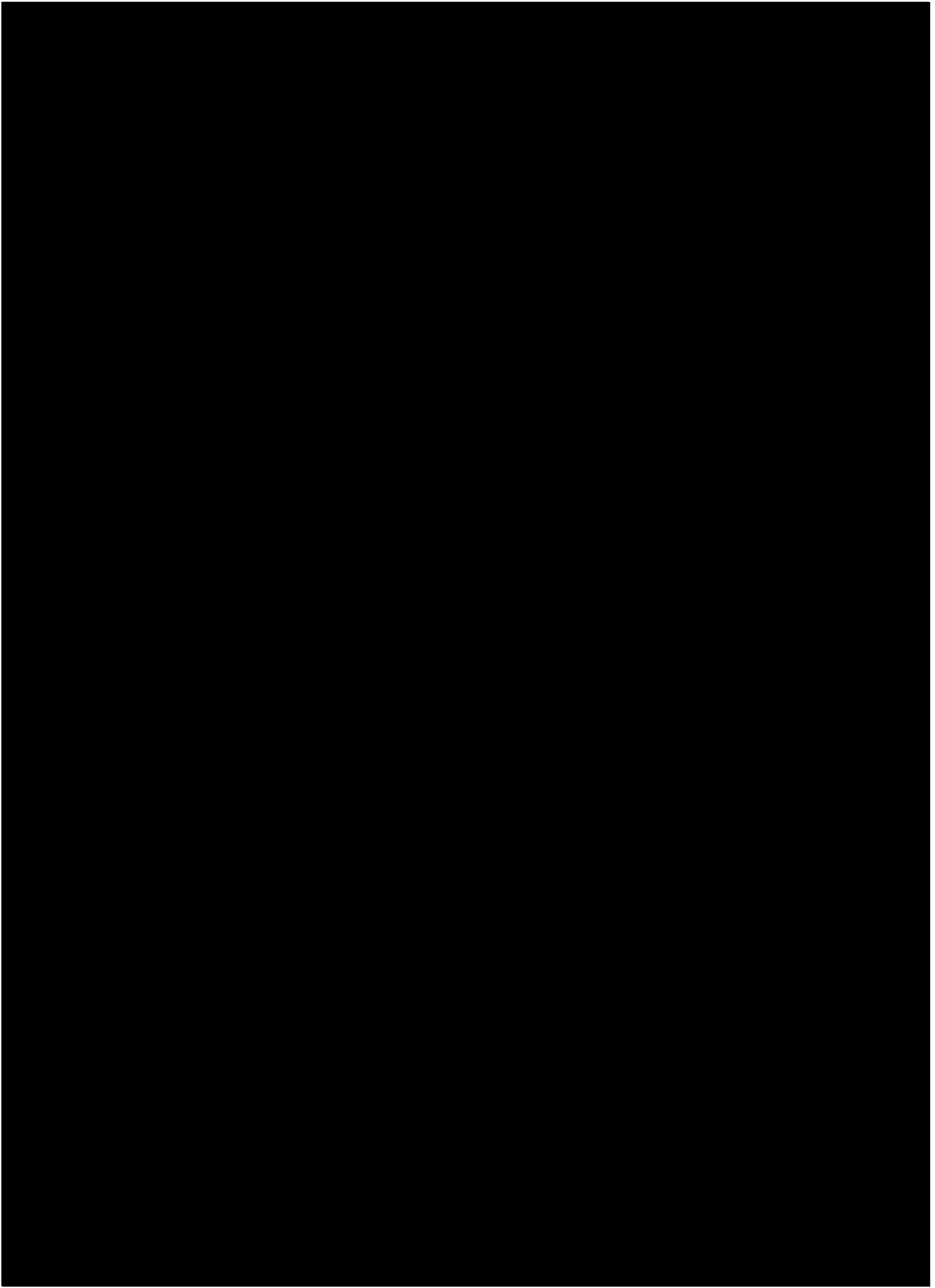
As this review encompasses several different functional specialties, there may be areas not applicable. Please circle NA (not applicable) in this situation.

NA	1	2	3	4	5
Not applicable	Unacceptable				High Class

AGENCY APPRAISED	
PORTFOLIO APPRAISED	
APPRAISAL COMPLETED BY	FOR AGENCY:
	FOR TFL:
DATE	

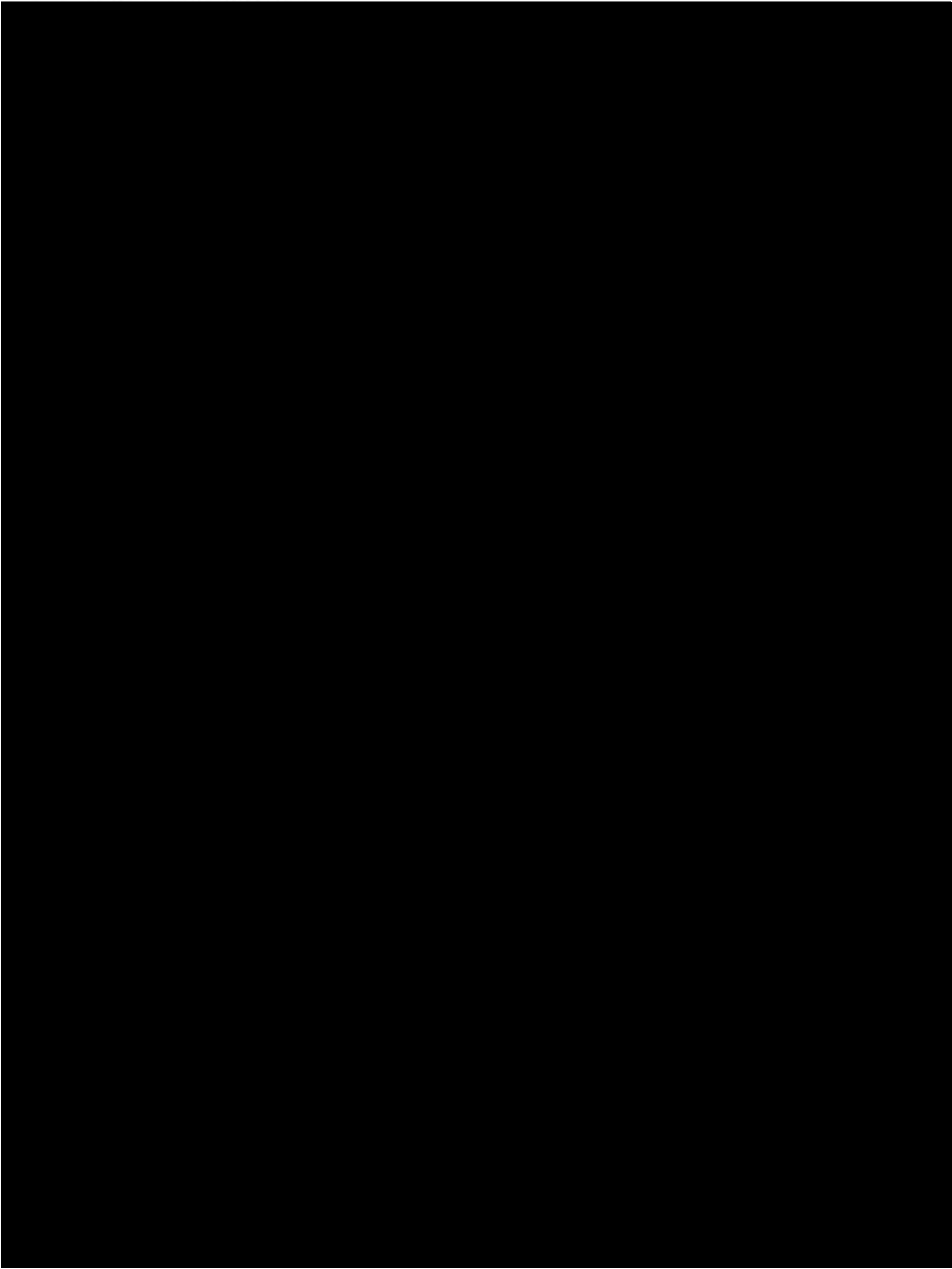


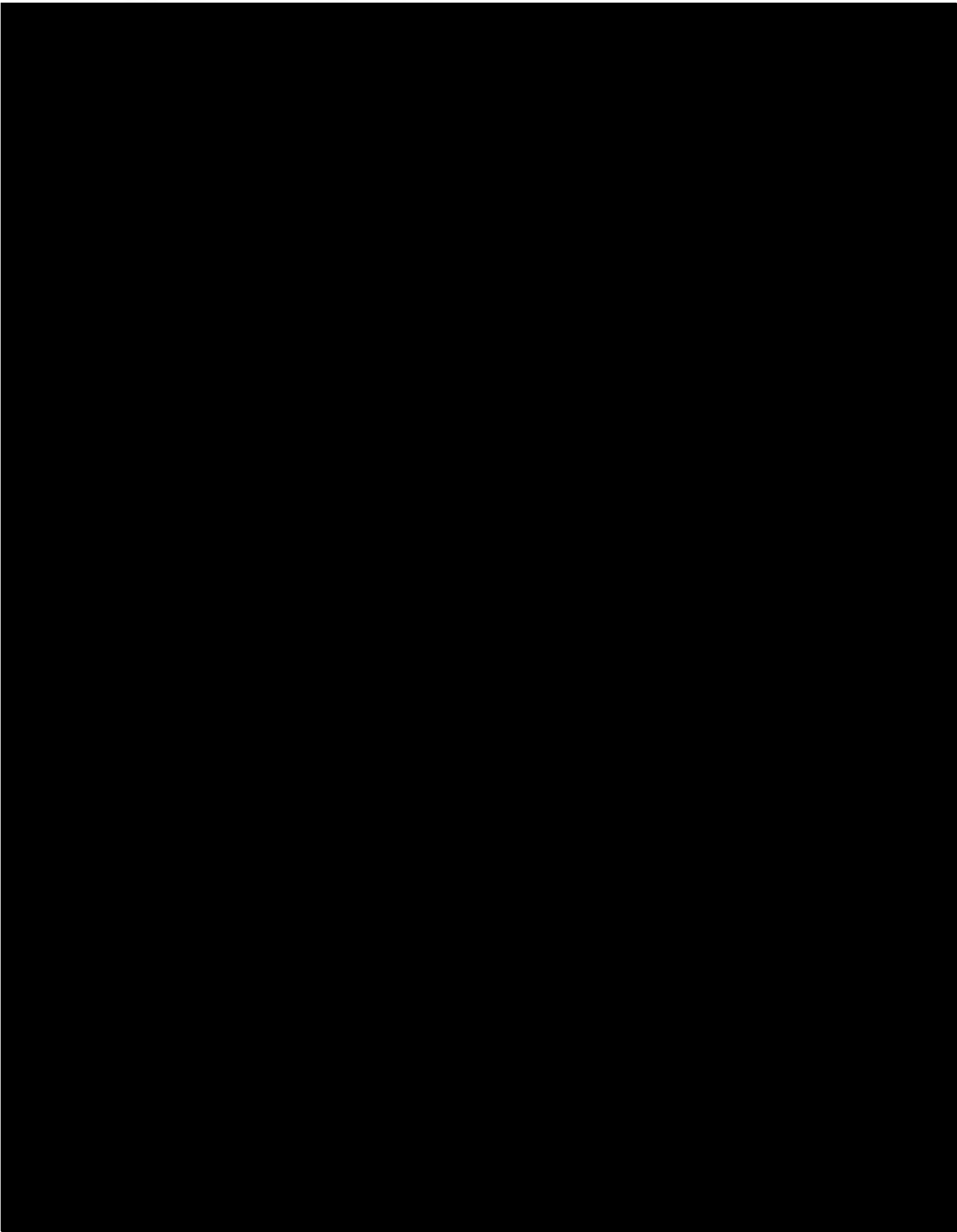
REMARKS:					
NA	1	2	3	4	5
Not applicable	Unacceptable				High Class

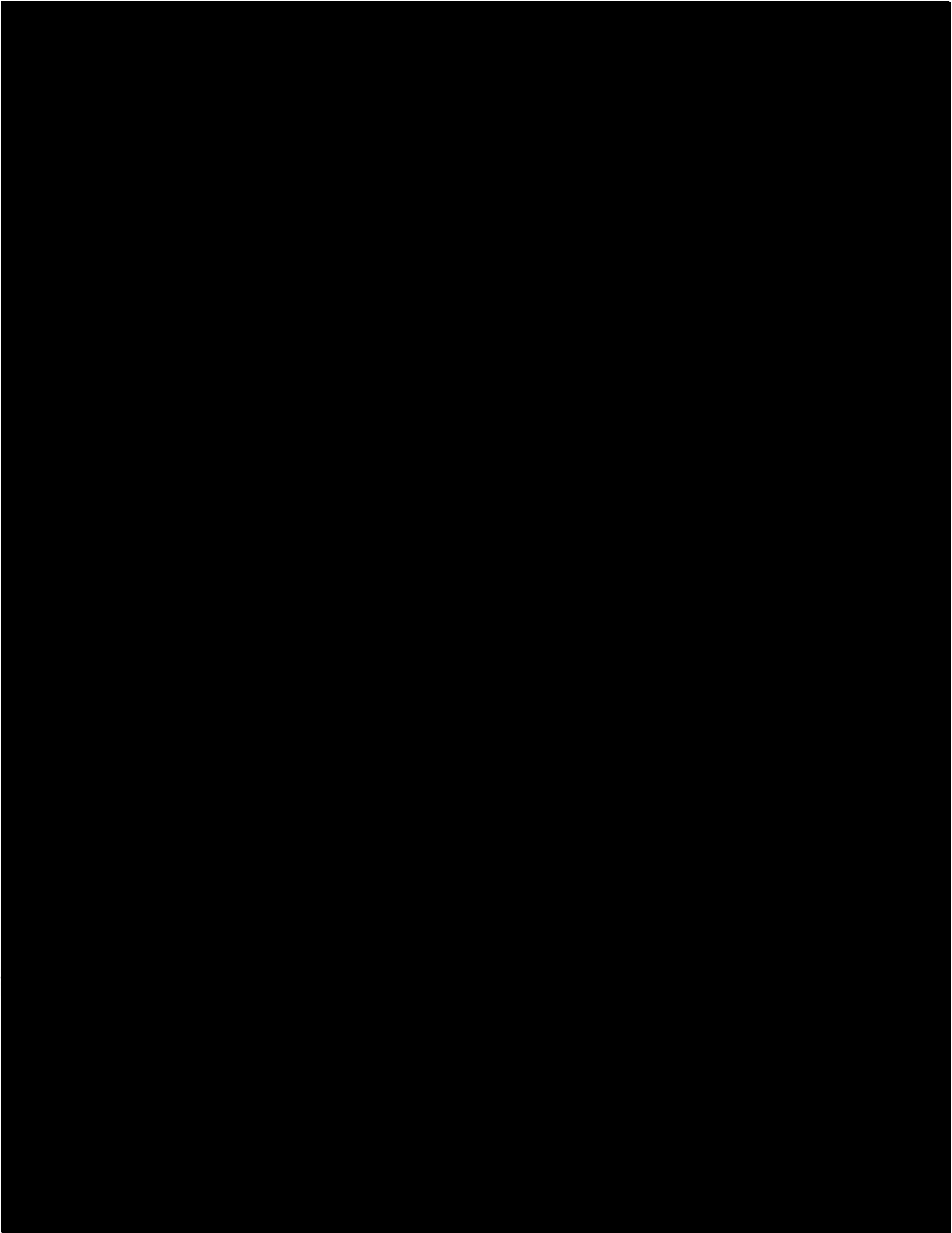


REMARKS:

NA	1	2	3	4	5
Not applicable	Unacceptable				High Class





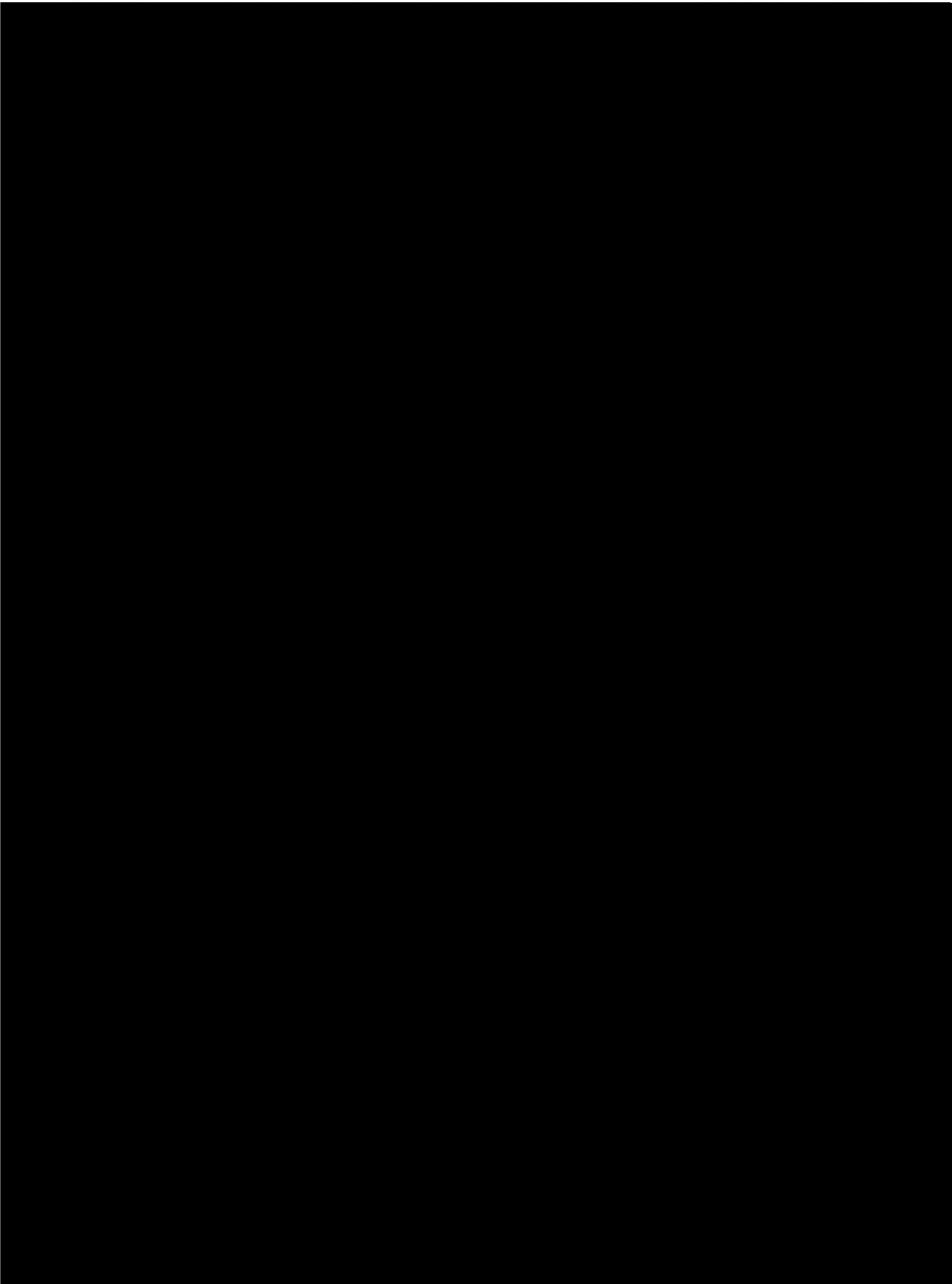


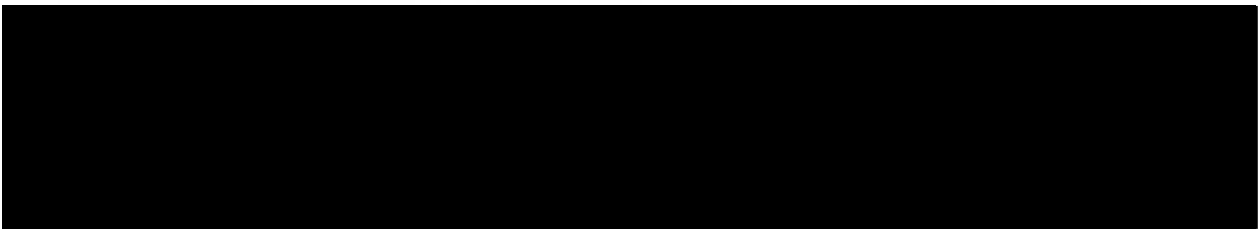
KEY PRIORITIES (filled out conjointly by TfL and MEC)

ACTIONS TO BE TAKEN
NEXT THREE MONTHS
1. 2. 3.
Meeting date _____
ACTIONS TO BE TAKEN
NEXT SIX MONTHS
1. 2. 3.
Meeting date _____

<i>On behalf of TfL</i>	<i>On behalf of MEC</i>
Signed _____	Signed _____
Date _____	Date _____

SCHEDULE 4 – CHARGES AND REMUNERATION PRINCIPLES AND PRACTICE





Part B – Remuneration Principles and Practice

Billing Process

- (1) Objective of Billing Process: The Service Provider shall seek to reduce the number of invoice queries between the Authority and the Service Provider and to reduce the numbers of invoices and credit notes raised per campaign.
- (2) Each media campaign will comprise of either a single burst or a number of 'bursts' of activity. The number and length of 'bursts' will be agreed between the Authority and the Service Provider at the start of every campaign. Any additional activity would need to be agreed in advance with the relevant Authority campaign manager including any budget implications.
- (3) The Authority will supply purchase order (PO)s per campaign 'burst' or per quarter if a channel plan has been agreed for all print, TV, cinema and radio campaigns. For all media the Authority will supply a single PO per quarter, per campaign activity to enable timely reconciliation.
- (4) The Service Provider will supply one invoice, per media, per month, for each PO:
 - a. Ad-serving will be included with Digital invoicing, and not as a separate invoice.
 - b. One € International media invoice as above (should this apply)
- (5) At the end of each campaign burst and quarter, the Service Provider will provide a media reconciliation, and which will confirm the value of any outstanding amounts on the purchase order to the Authority.
- (6) With each PO reconciliation the Service Provider will confirm whether there will be any further billing against the relevant purchase order to enable the Authority to close down a purchase order. On an agreed basis the Service Provider will send over a full report detailing which purchase orders can be closed down.
- (7) No media bookings are permitted without a valid Purchase Order or Approval from a Band 4 (or equivalent) and above employee from the Authority. The Authority will send Valid Purchase Order within two (2) Business Days on approval and confirm by email this has been completed. Media will not be booked until a PO is received from the Authority except where such media booking is required to be made urgently as agreed by the Service Provider acting reasonably, following which the Authority shall provide a PO within two (2) Business Days.
- (8) The Service Provider shall bill in good time and accurately including without limitation before the deadline of year end (31 March of any given year). In particular, the Service Provider shall submit purchase orders up to date and reconciled by 15 February, or a mutually agreeable date in each year of this Agreement. The Service Provider will then pause further billings for the remainder of the fiscal year to allow Authority to accrue funding into the following year.

Media Plan, Burst Summary and Billing Schedule

- (1) The Service Provider will, in discussion with the Authority, agree and prepare a media plan for a campaign and agree the number of media 'bursts' across the campaign life.

- (2) All media plans supplied to the Authority will be supported by a burst summary by quarter and by media channel.
- (3) The Authority will review and approve the media plan before supplying formal approval to secure media space via email.

International activity

- (1) International activity will work to an exchange rate agreed between the Parties acting reasonably and update prior to activity taking place.
- (2) The Service Provider will invoice the Authority using an exchange rate agreed at the time of booking between the Parties acting reasonably

Invoicing the Authority

- (1) During the campaign the Service Provider will invoice the Authority as per the agreed billing schedule. This provision shall take precedence over Clause 7.1.
- (2) Invoices will be sent on or around the 10th of each month of campaign following the appearance date of each media channel. This provision shall take precedence over Clause 7.1.
- (3) Invoices issued should not exceed the purchase order value and any invoices issued that exceed the purchase order value will be rejected.
- (4) Invoice Total (noted as 'PLEASE PAY THIS AMOUNT') will be clearly demonstrated on each invoice supplied.
- (1) Any invoices received by the Authority that are not in compliance with the billing schedule will be rejected by the Authority and notification of rejection with reason shall be supplied to the Service Provider.
- (5) The Service Provider will maintain a log of the invoices supplied to the Authority.
- (6) All invoices will include applicable levies and taxes which may apply.

Reconciliation

- (1) Once the media burst is complete, the Service Provider will provide a reconciliation of the actual costs incurred. This will be supplied to campaign managers on 25th of the month following the end of each burst for offline media and for online media (digital display, social, video on demand) no more than two months post completion of the burst of activity.
- (2) A separate reconciliation will be supplied for offline, online and international media no later than one month post completion of the media burst. For digital display, social and Video on demand the Service Provider should supply a reconciliation not later than two months post completion of the media burst if it is not available one month post completion of the burst.
- (3) As an output of the reconciliation the Service Provider will issue a final credit note in the same currency as originally invoiced to the Authority's finance if one is required.
- (4) As the Service Provider has no authority to overspend the reconciliation shall not request additional funding.
- (5) The Authority will confirm once the report has been provided by the Service Provider via email if a purchase order is being closed.

Purchase Orders (POs)

- (1) The Service Provider shall provide fee estimates to enable the Authority to raise POs.
- (2) Any POs raised by the Authority that are not in line with the agreed budget will be rejected by the Service Provider (via email), and Authority will need to cancel and re-supply.
- (3) Where a budget is increased after a Media Plan has been agreed, the Authority will supply an additional PO if invoices have already been sent.